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Exploring Artificial Intelligence Tools in the Export Strategies of Small and Medium Enterprises

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Abstract:

Purpose: *The rise of Large Language Models (LLMs) has ushered in a new era of business transactions, bringing with it a host of innovations and challenges. This article aims to delve into the intricate landscape of using LLM in SMEs, providing an in-depth analysis of human-provided ratings alongside AI-generated ratings for multiple survey questions, and to determine whether statistically significant differences exist between them.*
Design/Methodology/Approach: *The goal of this research is to compare human-provided ratings with AI-generated ratings for multiple survey questions and determine whether there are statistically significant. Null Hypothesis (H0): There is no statistically significant difference between the medians of human and AI ratings. Alternative Hypothesis (H1): There is a statistically significant difference between the medians of human and AI ratings. To verify this hypothesis, desk research was used to analyse the literature and the results of the own studies on the perception of criteria which are important when choosing a foreign partner company. When answering the questionnaire questions, AI systems have been asked to provide answers from the perspective of a person with a certain demographic and type of activity. The collection of such data will enable additional analysis, specifically examining how accurately AI systems imitate the answers not only of people in general, but also of individuals with a specific background and socio-economic status.*
Findings*: The results showed that the perception of the criteria which are important when choosing a foreign partner company has not changed significantly. As a result of the survey, data collection from AI systems, and comparative analysis based on the proposed methodology, quantitative indicators were obtained to assess the effectiveness of AI tools in replicating the opinions of different people groups – both collectively and individually (each group) – within the context of export strategy development for small and medium-sized enterprises. These indicators provide valuable insights into the potential of AI tools to support or augment strategic decision-making processes in SMEs, particularly in the field of internationalisation. The findings may serve as a basis for developing hybrid decision-making models that combine human expertise with AI assistance in export planning.*

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Practical Implications: *The research results offer practical guidance for small and medium-sized enterprises on designing effective export strategies. They suggest that AI tools should no longer be viewed as a distinct benefit that distinguishes a company's position, but rather as a standard facility of each company.*
Originality/value: *The article makes an original contribution to the literature on innovation processes in small and medium-sized enterprises by demonstrating how AI tools can evolve from an exclusive competitive advantage to a standard element of export strategy. The process of digital transformation enables us to understand the shift in export activity by using AI tools.*

Keywords: *Artificial intelligence systems, economic security, small and medium enterprises, digital transformation, regulatory barriers.*

JEL classification: *M31, M54, K31.*

Paper Type: *Research study.*

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1. Introduction

The selection of appropriate partners is paramount for export endeavours, particularly for small and medium-sized enterprises (SMEs). Despite the European Union's initiatives to promote export activities among SMEs, such as the "EU Helpdesk for SMEs" and "Access2Markets," these entities continue to exhibit a lower propensity to engage in exportation compared to larger corporations.

Given the substantial resource limitations faced by SMEs, a failed export initiative can incur significant financial repercussions for the firm, impose an undue burden, adversely influence the competitiveness of the firm within its domestic market, and potentially precipitate catastrophic ramifications for the firm’s development, occasionally culminating in its closure. By strategically selecting robust partners for export, firms can distribute risks and foster novel opportunities for mutual benefit, thereby establishing a foundation for a new phase of vigorous growth.

Consequently, SMEs must approach the selection of export and distribution partners with utmost diligence, leveraging the most advantageous opportunities, tools, and technologies at their disposal. One such instrument is artificial intelligence (AI), particularly artificial general intelligence (AGI) systems equipped with network access.

These iterations of AI are capable of executing tasks ranging from advanced search functionalities to comprehensive analyses and comparisons of the metrics of prospective partner firms regarding exportation, drawing conclusions regarding the appropriateness of these firms for future collaborations.

However, prior to practical implementation, it is imperative to ascertain the value systems and priorities embedded within AI frameworks, evaluate the extent to which the generated outputs align with human perspectives, and assess the degree to which these systems account for and prioritize market-specific factors pertinent to a given timeframe.

2. Literature Review

The initial iteration of artificial intelligence technology exhibited a markedly restricted scope, as it was specifically designed to tackle defined tasks. These systems are commonly referred to as "artificial narrow intelligence" (ANI). A prominent illustration of early AI systems characterized by limited knowledge is represented by computer vision systems, which employ machine learning and neural networks to instruct computers in the extraction of significant information from images, videos, and other visual stimuli - subsequently enabling them to make recommendations or undertake actions upon detecting defects or anomalies (Grandón, 2003).

Such systems, when utilized in road traffic surveillance cameras, are capable of detecting and identifying vehicles, thereby contributing to a safer environment for both drivers and passengers. More sophisticated systems have emerged that possess the capability to recognize individuals by facial features, as well as by their posture or gait (Han, 2006).

During the mid-2010s through to the late 2010s, the advent of affordable computational power, enhanced internet connectivity, and the proliferation of open-source machine learning libraries progressively transformed the discourse surrounding the accessibility of AI, thereby redirecting attention towards empowering smaller enterprises or individuals to leverage AI technologies, which in turn augmented the emphasis on affordable AI initiatives.

More recently, particularly in the early 2020s, discourse has increasingly centered on optimal implementation strategies, case studies, and sector-specific recommendations regarding the utilization of AI within small and medium-sized enterprises (SMEs), encompassing both technical and managerial dimensions.

Presently, the conversation has evolved to a level where discussions not only address whether the transitioning organizations possess the requisite technological tools but also scrutinize organizational preparedness, skill deficiencies, ethical ramifications, and the broader socio-economic implications of AI-driven transformations within the SME sector (Schwäke, 2024).

A significant milestone that facilitated not only a theoretical exploration of the role of AI in SME operations but also its tangible practical application—and consequently, a discourse on optimal practices for AI utilisation—was the advent of Artificial General Intelligence (AGI) systems and generative artificial intelligence systems featuring human-like interfaces.

Some authors argue that AI adoption in large export companies initially hinders growth due to high adaptation costs, but eventually promotes sustainable growth by enhancing innovation and competitiveness. This effect is more pronounced in non-state-owned enterprises and medium-to-low technology industries (Chen *et al.,* 2025).

In decision-making AI capabilities enhance export performance in enterprises by optimising decision-making and operational efficiencies. This is especially beneficial in markets with high institutional uncertainty, where AI helps navigate cultural differences and regulatory complexities (Chishty *et al.,* 2025).

Numerous scholarly investigations have highlighted the determinants influencing the degree of innovativeness within firms, particularly in relation to the learning and developmental mechanisms employed by Artificial Intelligence enterprises (Drewniak and Posadzinska, 2020).

The escalating consumer interest in products and services associated with the Metaverse, encompassing e-commerce, alongside their heightened engagement within virtual environments, indicates that despite the inherent limitations of interactions with Chatbots in the realm of e-commerce, such interactions facilitate the decision-making process regarding purchases and augment the efficacy of customer engagement (Balcerzyk, 2025).

From a strategic business expansion perspective, AI improves decision-making for entrepreneurs and businesses during the creation and expansion phases. It aids in identifying market opportunities, optimising business models, and mitigating risk, leading to more informed strategic decisions and increased competitiveness (Mosquera, 2024; Gorka *et al.,* 2025).

The extensive literature on the subject, along with the results of survey research, indicates that numerous controversies surround the use of artificial intelligence and its practical applications; however, the sector of small and medium enterprises is presented in a limited manner.

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3. Materials and Methods

The goal of this research is to compare human-provided ratings with AI-generated ratings for multiple survey questions and determine whether there are statistically significant differences between them.

Null Hypothesis (H0): There is no statistically significant difference between the medians of human and AI ratings.
Alternative Hypothesis (H1): There is a statistically significant difference between the medians of human and AI ratings.

Survey name: "What criteria are prioritised when choosing a foreign partner firm?" In the questionnaire, participants are asked to consider the following case:

A small foreign company (for example, from Poland) has been steadily producing products for its own market for several years. As part of its development, the company is considering the possibility of exporting products to Ukraine. To do this, they need to choose a Ukrainian partner company.

The task facing the participants:

You need to imagine yourself as the head of this foreign company, and think about which criteria are important and which are not when choosing a partner company, evaluating each criterion on a scale of 1-10, where:

- *"1" is an unimportant criterion;*
- *"10" is a very important criterion.*

List of criteria whose importance needs to be assessed:

- Age of the company
- Size of the company
- Reputation and reliability
- Speed of communication
- Cultural compatibility
- Financial and tax transparency
- Reservation (from military conscription) for key employees
- Experience in your industry
- Environmental responsibility
- Data storage and processing security
- Logistic capabilities
- Preparedness for infrastructural problems (power/water/heating/internet outages)
- Network of contacts.

This list of criteria includes both general criteria that would be relevant for any company regardless of the surrounding circumstances (for example, "Experience in your industry") and specific criteria, the importance of which varies significantly for the given conditions (export to Ukraine in 2024), in particular "Preparedness for infrastructural problems" and "Reservation (from military conscription) for key employees".

These criteria may have a low priority in stable wealthy countries with a temperate climate, where there are almost no power outages or other communications, and there is no general mobilization of the population. But in the conditions of Ukraine in 2024, where there is a war, these factors are quite influential, given that in some periods electricity may be unavailable from several hours to a day or more, and in general the small staff of small enterprises is very vulnerable to sudden mobilization of employees.

The control group will consist of Ukrainians, so it is expected that they have a good understanding of the environment and will rate the importance of these factors above average. The presence of these factors in the questionnaire should check how relevant the data is to the AI systems when answering. For example, early versions of ChatGPT (before GPT-4) did not have access to the Internet and search in it, and could only operate with the data that was used when training the model, this data was no newer than 2021 or 2023, depending on the specific model.[4]

In addition to questions about the company criteria, demographic data will also be collected, as well as data on the type of activity. It is expected that depending on, for example, the type of activity (employee compared to entrepreneur), the assessment of the criteria may also be different.

When answering the questionnaire questions, AI systems will be asked to provide them as if from the perspective of a person with a certain demographic and type of activity. The collection of such data will allow for additional analysis - how accurately AI systems imitate the answers not only of people in general, but also of people with a certain background and socio-economic status.

Hypothesis to be checked for each AI-system and each survey parameter separately. This approach allows to localize parameters where H_0 is not met.

Speaking about the technical implementation – the data will be collected in the form of Excel tables, the data from each source will be presented in the form of a table on a separate sheet. After collecting the data in one file, bringing them to the same format, excluding obviously erroneous data, it will be possible to use Excel and Data Analysis tools for statistical analysis.

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[4] *K. Robinson, OpenAI's search engine is now live in ChatGPT, https://www.theverge.com/2024/10/31/24283906/openai-chatgpt-live-web-search-searchgpt.*

As defined in plan, before statistical test, data distribution in human and AI datasets should be analyzed:

- Shapiro–Wilk and D'Agostino–Pearson tests – Checks for normality.
- Levene's test – Checks for equality of variances.
- Histograms and Boxplots – Visual analysis of distributions.

Depends on analysis result, different methods could be used for further analysis:

- If the Data is Normal ($p > 0.05$ in Shapiro-Wilk Test):
  - Use the t-test (if variances are equal).
  - Use Welch's t-test (if variances are different).
- If the Data is Not Normal ($p < 0.05$ in Shapiro-Wilk and D'Agostino–Pearson Tests) o Use the Mann-Whitney U Test if variances are similar.
  - Use Mood's Median Test if variances are different.

To collect data from the control group (people), a questionnaire was created using the Google Forms tool. Since the task was to evaluate potential partner companies from Ukraine, the survey was conducted among Ukrainians.

The task description and the criteria themselves were displayed in Ukrainian so that the audience could understand the question as accurately as possible and give relevant answers. The form was configured to save the answers to a Google Sheets table. After that, the form was published on social networks, for example, on Instagram and channels in Telegram Messenger.

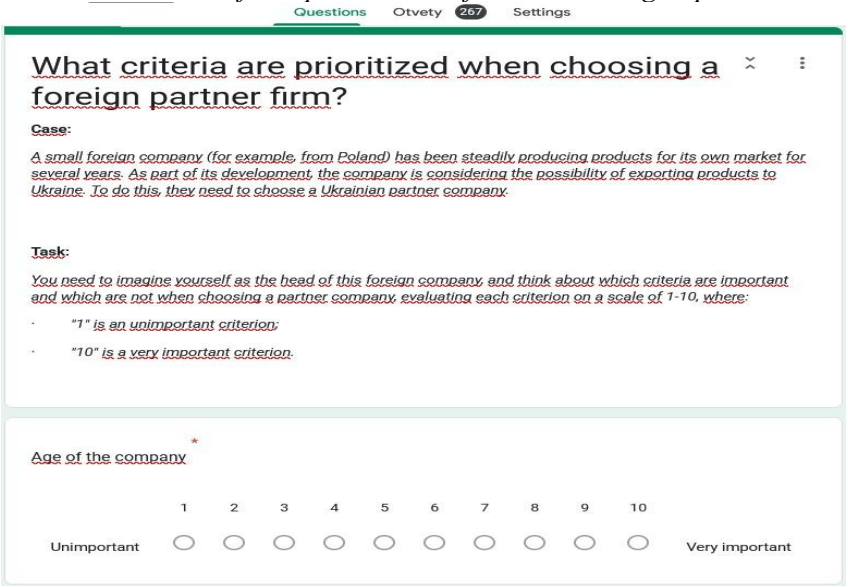
As a result, 267 answers were collected. Since the questionnaire was available to the general public, a small part of the answers was incorrect (for example, with blank fields, or with mutually exclusive values, or inappropriate comments). After filtering the answers from incorrect data, 237 answers remained.

After that, the data was exported to Excel for further comparative analysis with the answers from AI systems. The size of the control group (237 participants) is also basic for further work with AI systems.

Since the size of the control group is not fully controlled by the researchers and depends on their media resource, the size of the group can be obtained from AI systems according to the needs of the study. Therefore, when working with AI systems, data sets with 237 responses will be collected.

In the second part of the experiment, data have been collected from popular AGI AI systems, namely: ChatGPT in versions 4o and o1 (the latest models publicly available at the time of data collection), as well as from Gemini Advanced.

Figure 1. *General view of the questionnaire for the control group*



Source: *Own study.*

To obtain data from AI systems, it is necessary to adapt the questionnaire into a text prompt format. The prompt should be applied equally to all three systems being tested in order to conduct testing under equal conditions and objectively establish the effectiveness of each system. The text should reflect both the description of the questionnaire, task and some limitations and technical conditions should be specified.

For example, during data collection for the control group, participants ranged in age from 18 to 52 years. Therefore, when generating the "personality" of the respondent to the questionnaire, the AI system should select an age within a specified range. Also, in the control group, the distribution of professions is uneven - most of the participants had one of the roles: employee, student, or entrepreneur. Therefore, there should be a corresponding query that will increase the probability of such a role in generating a set of answers.

Since 237 participants participated in the control group, each AI system must generate a similar number of virtual participants. When creating a team for this, a feature of the work of AI systems (and all tested models) was found: if the query above is sent as is, then the system's responses, at first approximation, are on average, similar to the responses of the control group and are worth further statistical analysis. The systems not only give an assessment of each criterion, but also gives a comment justifying the answer.

If, however, the condition of performing this task 237 times is added to the query above, the AI systems radically change their approach. Seeing a request for a large number of repetitions, instead of providing justified answers generated using the

knowledge base, the systems simply generate a Python script. Having examined the code of this script, a serious drawback is visible - the answers are chosen randomly, so even when you first look at the initial values, you can see that they differ significantly from the values of the control group.

Figure 2. *Code, generated by ChatGPT 4o if user asked to repeat survey 237 times:*

Source: *Own study.*

Through trial and error, it was found that AI systems choose this scenario (writing code with random generation of answers) when the user requests 20 or more iterations. Even if the user adds a command to prohibit the creation of scripts, the AI still create it - adding a command only slightly increases the threshold for the number of iterations from which the script generation began.

Therefore, to achieve the highest quality results from the systems, rather than random generation, the prompt was modified to return 10 results per command run. A command was also added to format the output data in CSV format, making it easier to export to Excel subsequently.

After performing enough iterations to obtain 237 records, a request was sent to collect all responses from all iterations into a single message:

> *please show all summaries from this chat in one message*

As a result of these actions performed in ChatGPT 4o, ChatGPT o1 and Gemini Advanced, three data sets were obtained, which were imported into an Excel file.

This step completes the data collection stage. It is now possible to perform statistical analysis to determine the extent to which AI systems replicate human responses, both in general and among individuals with a specific socio-economic status. If it is confirmed that AI systems can largely reproduce the responses of people in the issue of evaluating firms, then the potential for using AI systems to evaluate potential partners opens up for entrepreneurs, and given AI's access to search engines, they can independently find additional information about potential partners and give an assessment of them, including by simulating the point of view of people of different socio-economic roles.

Thus, AI systems can be used to expand an entrepreneur's existing network of contacts, supplementing it with virtual nodes. According to the network model theory of entering international markets, this should contribute to success in exporting.

4. Research Results and Discussion

The primary goal was to determine whether AI-generated responses could reliably simulate human decision-making patterns in the formulation of export strategies, e.g. selecting foreign partners. As a result of the survey, data collection from AI systems, and comparative analysis based on the proposed methodology, quantitative indicators were obtained to assess the effectiveness of AI tools in replicating the opinions of different people groups – both collectively and individually (each group) – within the context of export strategy development for small and medium-sized enterprises.

Tables 1 and 2 summarise values which could be used to indicate the practical effectiveness of tested AI-systems.

Table 1. *Mean Median Error (absolute/scaled)*

	ChatGPT 4o	**ChatGPT o1**	**Gemini Advanced**
Total (All groups)	0.76 / 8.55%	1.15 / 12.82%	0.69 / 7.69%
"Managers & Entrepreneurs" group	1.30 / 14.53%	1.23 / 13.68%	0.92 / 10.26%
"Employees" group	0.46 / 5.13%	0.88 / 9.83%	0.92 / 10.26%

Source: *Own study.*

Table 2. *Confidence Intervals Match*

	ChatGPT 4o	**ChatGPT o1**	**Gemini Advanced**
Total (All groups)	13 of 13; OK	12 of 13; NOK	13 of 13; OK
"Managers & Entrepreneurs" group	13 of 13; OK	13 of 13; OK	13 of 13; OK
"Employees" group	13 of 13; OK	12 of 13; NOK	13 of 13; OK

Source: *Own study.*

Comparing results with acceptance criteria, it can be concluded that ChatGPT 4o and Gemini Advanced AI-system successfully passed all test scenarios. ChatGPT o1 had problems with the question “Reservation for key employees”, which is specific to this exact test setup.

When each model is analysed individually, it becomes evident that all of them have specific weaknesses – particular questions for which the AI-generated responses statistically differ from those provided by humans. Moreover, it cannot be conclusively stated that a model marketed as more advanced (e.g., 1o compared to 4o) consistently delivers more accurate or human-like results. These findings suggest that, although AI does not perfectly replicate human opinion in every scenario, the overall performance is strong enough to consider such tools as valuable assets for small and medium-sized enterprises (SMEs) aiming to enhance their export capabilities.

Considering that human opinions are subjective; they are not absolute truth and due to different reasons people could be wrong – this opens following explanation of difference between human and AI results – these discrepancies may be caused by several factors, including cognitive biases inherent to human respondents, limitations in individual knowledge, or contextual nuances that AI-systems have not yet been trained to interpret accurately. AI's divergences may reflect a more data-informed stance, although they may be lacking in human contextual empathy or cultural sensitivity.

At the same time, these results should not be regarded as permanent benchmarks. Rather, they represent a snapshot in time and a demonstrative calculation. The AI market is highly dynamic. Even during the development of this study, some parts had to be revised due to the release of newer AI models.

For instance, during the initial phase of data collection, the 'ChatGPT o1' model was not yet publicly available. Only its preview version, 'ChatGPT o1preview,' could be used – despite exhibiting different behaviour compared to the final release version. However, due to an insufficient data set collected for the preview version, the data gathering process had to be restarted for the official o1 model.

To maintain their competitiveness, SMEs must actively adopt and integrate AI tools into their processes. For SMEs, the implications are both strategic and operational: AI tools could be employed in market analysis, competitive benchmarking, customer sentiment monitoring, and even in preliminary drafting of export strategies based on macroeconomic indicators and trade data trends.

5. Conclusions, Proposals, Recommendations

The research acknowledges that AI systems operate based on patterns learned from data and may lack the nuanced judgment that experienced managers bring to complex strategic decisions. Cultural subtleties, on-the-ground business intuition, and ethical

considerations are areas where human expertise remains crucial. Moreover, the rapidly changing nature of AI technology means that the results of this thesis represent a snapshot in time. The tools and models examined here continue to evolve; what is cutting-edge today may be outdated tomorrow.

The empirical scope of the study was also necessarily limited, centred on a specific scenario with a particular set of criteria. Therefore, while the results are encouraging in demonstrating AI's potential, they should be generalised with care. SMEs looking to implement AI in their export strategy must remain aware of these limitations and utilise AI outputs as complements to, rather than replacements for, human decision-making.

Looking toward the future, the integration of AI into SME export strategies appears poised to deepen. Ongoing advancements in AI capabilities – from improved natural language understanding to more sophisticated predictive analytics – are likely to further empower small businesses in their quest to enter and compete in foreign markets.

AI tools could soon assist SMEs not just in partner selection, but in a wide array of strategic activities: identifying emerging market trends, customising marketing approaches for diverse cultures, optimising supply chain logistics, and more. Such developments carry the promise of levelling the playing field, enabling SMEs to operate with insights and efficiencies that rival those of much larger companies. Yet, they also bring new responsibilities and questions.

SMEs will need to invest in the skills and knowledge to effectively manage AI systems, ensuring that outputs are interpreted correctly and ethically. Issues of data privacy, algorithmic bias, and the reliability of AI recommendations will become increasingly pertinent as these tools assume a larger role in decision-making.

In conclusion, the confluence of artificial intelligence and SME internationalisation represents a dynamic and evolving frontier in the field of international business strategy. This thesis has provided a foundational exploration of that frontier, illustrating both the significant potential and the prudent caution required when leveraging AI for the development of export strategies.

The evidence presented affirms that AI tools can transform the way SMEs approach exporting – from planning market entry to selecting partners – by providing analysis and recommendations at a scale and speed previously unattainable for smaller firms. At the same time, the enduring value of human judgment, creativity, and strategic thinking has been reaffirmed; AI's best use is as an augmentative tool, amplifying human capabilities rather than replacing them.

Ultimately, by embracing AI thoughtfully and strategically, small and medium-sized enterprises can better navigate the challenges of globalisation and confidently pursue

growth beyond their domestic borders. This balanced integration of human insight with artificial intelligence stands to empower SMEs, helping to convert the once formidable task of international expansion into a more manageable and data-informed venture, and positioning them for greater success in the competitive global marketplace.

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